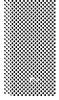
We've initiated process improvement projects addressing 9 priority areas for EPA: State Implementation Plans; state oversight; EPA's field presence; flexibility in state and tribal assistance; community and infrastructure investments; FOIA responses; reporting requirements; EPA laboratories; environmental permitting; and acquisitions. We have held Kaizen events for SIPs, FOIA, and acquisitions.

Each project is led by an executive sponsor, senior executive lead, and EPA facilitator. Each project had developed a draft problem statement and had begun identifying projects to improve performance in the priority areas.



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Backlog in Green: this is an average over the FY year except 2017
Completed in Blue: Total SIP actions that were completed in that FY year
Received in Yellow: Total submissions from the states for the FY year

High backlog ratio is due to our trying to act on the parts of the SIPs that we can act on now